DOCUMENT RESUME

ED 298 846 HE 021 837

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TITLE Factors Influencing Faculty Migration. AIR 1988 Annual Forum Paper.
PUB DATE May 88
NOTE 34p.; Paper presented at the Annual Forum of the Association for Institutional Research (28th, Phoenix, AZ, May 15-18, 1988).
PUB TYPE Reports - Research/Technical (143) -- Speeches/Conference Papers (150)

EDRS PRICE MF01/PC02 Plus Postage.
DESCRIPTORS College Environment; *College Faculty; *Faculty Mobility; Fringe Benefits; Higher Education; Institutional Research; School Holding Power; *Teacher Attitudes; *Teacher Motivation; Teacher Persistence; Teacher Salaries
IDENTIFIERS *AIR Forum

ABSTRACT

A review and synthesis of the literature on factors influencing faculty decisions to leave an institution are presented. From this review, Lazarsfeld and Rosenberg's "empirical analysis of action" methodology was selected as the foundation for a survey of 37 Arts and Sciences faculty, for whom the response rate was 51%. Each received a three-part questionnaire concerning ease of movement and perceived desirability of moving, including the individual's propensity to search out other opportunities, the best opportunity to leave in a selected time period, and the degree of enticement a series of factors had on the individual's decision on that opportunity. The study focused on "star" faculty at a major western university during the 1984-85 academic year. The results are considered highly contextualized by the cultural milieu of the institution and its geographic location, and are therefore considered not transferable to other settings. The study is discussed in terms of its methodological, theoretical, and analytical foundations, and suggestions are made on how these elements can be employed in other settings. Contains 15 references. (Author/KM)

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Factors Influencing Faculty Migration

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Paper presented at the 28th Annual Forum

of the Association for Institutional Research

Phoenix, Arizona -- May 15 - 18, 1988

Running Head: FACTORS INFLUENCING FACULTY MIGRATION

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This paper was presented at the Twenty-Eighth Annual Forum of the Association for Institutional Research held at the Hyatt Regency Phoenix Hotel, Phoenix, Arizona, May 15-18, 1988. This paper was reviewed by the AIR Forum Publications Committee and was judged to be of high quality and of interest to others concerned with the research of higher education. It has therefore been selected to be included in the ERIC Collection of Forum Papers.

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FACTORS INFLUENCING FACULTY MIGRATION

It has been said that "a university is its faculty" and that the "excellence of a university is the excellence of its faculty" (Smith, 1978, p. 1). A corollary truism is that "as goes a university's most excellent faculty, so goes its reputation for excellence." Thus, the ability not only to attract top quality and promising faculty, but also to retain those already on board, has been, and will continue to be, of paramount importance to any institution concerned with developing and maintaining quality programs. The importance of understanding the matrix of factors affecting faculty migration increases exponentially at a time when the demand for faculty in particular disciplines (e.g. engineering and the sciences where starting salaries for individuals with bachelor's degrees often surpass those available to established faculty) is already exceeding supply, and when the prospect of more difficult supply problems (caused by the impending retirement of the large cohort of faculty hired to serve the swelling ranks of academe following World War II and the baby boom) loom in the not too distant future.

This study, which focused on "star" faculty in the College of Arts and Sciences at a major western university during the 1984-85 academic year, and the factors they weighed when faced with an opportunity to leave that university, serves as an example of what can be learned about why faculty make the choices they do. It serves as an example, not because the findings of this study could be construed to be transferable to or representative of a broader spectrum of institutions, but because its synthetic methodological, theoretical, and analytical underpinnings suggest how this same information can be collected, analyzed, and applied in other settings. Thus, the primary focus of this paper will not be on results (except as they serve illustrative purposes), but on process, and the reasons for using this particular process.

Review and Synthesis of Relevant Literature

A review of the literature found three types to be relevant to this investigation: (a) previous investigations that showed some degree of correspondence to the present research, (b) the typical methodologies employed in research concerning job satisfaction and its potential consequences, and (c) research that builds a more detailed theory for understanding the potential influences and motivations involved with an individual's decision to remain at or leave a particular place of employment. Taking the most salient features from each, a synthetic model was developed to assist in explaining the decisions made by the subject faculty in the present research.

Review of Relevant Literature

Faculty Mobility and Attrition Studies

The review of faculty mobility literature revealed a number of common phenomena to be considered when attempting to determine faculty members' reasons for remaining at or leaving an institution when faced with another opportunity. Among these phenomena were the relative significance given to salary and other monetary inducements, the push and pull effects of competing employment situations, and the factors external to the micro-employment milieu and their importance to individuals' perceptions of their jobs.

The vast majority of faculty mobility studies confine themselves to an investigation of only those faculty who have already left a particular institution. The classic study in this genre was done by Caplow and McGee (1958), and has recently been replicated by Burke (1986). Caplow and McGee's findings set forth a paradigm concerning faculty mobility at various stages along the academic career ladder, but does not give a comprehensive insight into the motivations behind individual career moves. Nevertheless, their research produced a general understanding, which still serves as conventional wisdom, concerning how faculty flow through the ranks in higher education:

full professors are less mobile than assistant professors, but more mobile than associate professors.

In addition, Caplow and McGee contend that "the 'push' of academic migration is stronger than the 'pull'" (p. 80). That is, individuals are more likely to seek out and respond to outside offers because of dissatisfaction with their present employment situation than they are to be enticed to leave simply by greener pastures. Blackburn and Aurand (1972), Toombs and Marlier (1981), and Gartshore, Hibbard, and Stockard (1983) also found the push to be more operative then the pull.

A number of related studies followed on the heels of Caplow and McGee, the majority seeking to focus on the mobility of faculty in a circumscribed sector of the academy. Blackburn and Aurand (1972) reviewed eighteen such mobility studies on academics, and found they were so disparate that there was little comparability of either methodology or results. Nevertheless, they were able to draw two notable generalizations from their review: (a) that faculty's main preoccupation is with their work environment--what and how they teach, the competence and congeniality of their colleagues--and (b) that though money is important, it is not of prime importance.

Solmon (1978) also found that faculty making a career move were concerned with salary, but not as the primary consideration. Somewhat in contradiction to this theme, Gartshore, Hibbard, and Stockard (1983) found that the faculty in their study "overwhelmingly cited the University's lack of adequate funding in all areas [including salaries] . . . as one reason for their departure" (pp. 14, 15).

Though mobility studies focusing on "leavers" dominate the literature, Stecklein and Lathrop (1960) attempted a more comprehensive look at faculty mobility by studying the full complement of faculty considering migration for one year at the University of Minnesota: newly hired faculty, individuals

offered positions who turned them down, faculty who left for other positions, and faculty who entertained offers to move, but declined.

Stecklein and Lathrop attempted to determine faculty members' degree of satisfaction with their present and previous employment situations. They found that:

> . . . personal considerations such as preferences for climate, location, problems of housing, or community contacts had relatively little influence on [individuals'] decisions [to leave] . . . and except for climate, were more often mentioned as inducements to stay than to leave (p. 52).

The salary paid to faculty was again found to be an important factor. However, two particulars about this phenomenon in their study deserve note. First, for faculty under age fifty, salary was a more important enticement to move than for those over fifty. Second, for faculty who turned down offers, though salary was down-played as an important factor, it was the factor most often adjusted by the university to entice the faculty member to remain.

Social Information Processing

Salancik and Pfeffer (1977), among others, have labeled the typical or traditional method of discerning the most significant factors in deciding to remain in or leave a particular job a "need-satisfaction" or "expectancy" theory model. Using this approach, the motivation to remain or leave would be the degree of correspondence between the individual's needs and the relevant characteristics of the particular employment situation. They point out, however, that the "need-satisfaction" or "expectancy" theory of explanation, with its dependence on a direct causal relationship, is far too simplistic. At their root, these "models appear to deny . . . that people have the capacity to provide their own satisfactions by cognitively restructuring situations" (p. 427).

In response to their criticism of the "need-satisfaction" model, Salancik and Pfeffer (1978) suggested a "social information processing" methodology as a means of addressing the inadequacies of the "need-satisfaction" model. They argued that:

> The social information processing approach proceeds from the fundamental premise that individuals, as adaptive organisms, adapt attitudes, behavior, and beliefs to their social context and to the reality of their own past and present behavior situation. This premise leads inexorably to the conclusion that one can learn most about individual behavior by studying the informational and social environment within which that behavior occurs and to which it adapts. (p. 226)

For the purposes of this research it was obvious from both the review of other mobility studies and the typical methodologies used in studying satisfaction that more than just the primary job and work characteristics had to be taken into consideration in analyzing why faculty behaved the way they did when faced with offers to move elsewhere. The rationalization of present realities on the job and in the individual's world beyond the job needed to be considered as part of the decision making process. This led to an investigation of the third strand of literature.

Organizational Equilibrium and Commitment

Three works in the third strand of relevant literature commanded attention: (a) March and Simon's work on organizational equilibrium, (b) Flowers and Hughes' inertial model of why employees stay in a job, and (c) Steers' method of explaining organizational commitment.

March and Simon. In discussing turnover rates, March and Simon (1958) argue that organizations need to seek a state of equilibrium in order to survive. This equilibrium is seen primarily as the balance between

"inducements" and "contributions." Inducements are defined as payments by the organization to the individual, and contributions are participation payments by the individual back to the organization.

March and Simon saw the likelihood of an individual choosing to leave an organization as being tied to this balance between inducements and contributions. If the balance of inducements and contributions weighs in favor of the inducements, individuals are more likely to remain a part of the organization. If the individual is expected to contribute more than the inducement offered by the organization justifies, the individual will be more likely to leave. They further argued that an individual's perception of the desirability of leaving an organization, and the perceived ease with which the individual can successfully move to another organization, affects the specific inducement-contribution balance necessary to retain that individual.

Though March and Simon were writing almost 20 years before Salancik and Pfeffer put forth their notion of "social information processing," it is easy to see how this rationalizing would play a part in the balancing of inducements and contributions. For, taking into account their own perception of ease of movement and desirability of movement, individuals then conclude whether the balance of inducements and contributions is rationally equitable.

Flowers and Hughes. A second way of looking at this phenomenon is provided by Flowers and Hughes (1973), who borrowed a notion from physics in an attempt to explain why employees stay on the job. They argue that the overarching reason an individual continues in a particular job is because of inertia: "[e]mployees tend to remain with a company until some force causes them to leave" (p. 50).

Contrary to much common wisdom, Flowers and Hughes contend that the reasons behind a decision to stay with an organization and the reasons behind a decision to leave an organization are not simply opposites of each other.

This too, hints of a rationalization process individuals employ in order to make, and live with, their career decisions.

Flowers and Hughes began their discussion of the factors relevant to an individual's decision to stay or leave by breaking the factors influencing this decision into two main groups, each with two subgroups. First, there are factors inside the company which affect an individual's decision. These inside-the-company factors are generally described as job satisfaction (or motivation factors) and the company environment. Job satisfaction encompasses such areas as achievement, recognition, responsibility, and growth. The company environment spans factors such as work rules, facilities, wages, and benefits.

The factors outside the company which play a part in an individual's decision are also subdivided into two groups. First there is the employee's perceived job opportunities in other institutions, which is affected by changes in the job market and a variety of personal characteristics and preferences. As well, there are non-work related environmental factors, such as individual financial responsibilities, family ties, and friendships.

Flowers and Hughes saw the decision to remain in or leave an organization as being the interaction between two variables: job satisfaction and environmental pressure. Expanding on the principle of inertia--that it takes a significant force to move a stationary object--they argued that individuals will leave an organization only when they are both dissatisfied with their job and have no environmental pressure to remain where they are.

Steers. A third means of understanding this phenomenon of potential employee turnover and retention is suggested by Steers (1977). While the notion of organizational commitment is implicit in the work of both March and Simon and Flowers and Hughes, Steers explicitly talks of organizational commitment, and sees it as an intervening variable between, on the one hand,

personal characteristics of the employee, the characteristics of the employee's job, and the work experiences of the employee and, on the other hand, the specific outcomes that can be expected from a given individual's organizational commitment.

Similarities among the three models.. The components of the March and Simon, Flowers and Hughes, and Steers' methods of explaining organizational equilibrium or commitment demonstrated a degree of correspondence among their separate models. All three note the interplay and influence of more than just the characteristics of the job on an individual's commitment. All three recognize that the decision to remain at or leave a particular job is a consequence of the balancing of a multiplicity of factors, both within and external to the work setting.

However, none of the three combined all the significant features concerning potential motivating forces behind the making of a decision to remain at or leave a particular place of employment. March and Simon and Flowers and Hughes only implicitly deal with an individual's commitment. Flowers and Hughes and Steers are not explicit about the rationalization individuals go through in determining the proper balancing of their contribution to the job with the inducements they are given to contribute.

Thus, a theoretical model was proposed that is not, in the truest sense of the word, a "new" model. Rather, it is a synthetic model, drawing on, and making explicit, the salient features of those put forth by March and Simon, Flowers and Hughes, and Steers.

Synthesis of Relevant Literature

Based on the review of the literature, it was clear that the method of inquiry and explanation employed in this research would have to take into consideration four somewhat overlapping factors. First, it was important that

the methodology incorporate a wide variety of factors which could influence a particular faculty member's decision to remain at or leave an institution.

Second, a more specific aspect of the first consideration was that the method employed would need to look at more than just those factors directly tied to the internal, micro-work environment. As Salancik and Pfeffer (1977, 1978) suggested, allowance needed to be made for the possibility that individuals might rationalize and "cognitively reconstruct" their environments in order to be at peace with their particular decisions.

Third, though a strong majority of previous mobility research cited the internal push as more operative than the external pull in an individual's decision, both factors play a part in the decision making process. In addition, it seemed intuitive that pushing and pulling could take place on both the part of the offering institution and the place of current employment. For instance, while an individual's current salary might constitute a push, the degree of autonomy experienced in his or her present position might be considered a pull. As well, a generous salary offer from another employer may be considered a pull, but the offering institution's geographic location could be a push for faculty to remain in their present positions. Thus, the method of explanation and data collection employed in this research needed to be flexible enough to account for this expanded notion of the push-pull metaphor.

Fourth, as well as discerning the perceived desirability of movement, the ease of movement also needed to be woven into a workable method of understanding how decisions were made.

Drawing most heavily on the work of March and Simon (1958) and Flowers and Hughes (1973) to set the general framework, the major elements involved in an individual's choice to remain at or leave a particular employment situation were defined to be: (a) the individual's ease of movement, (b) the perceived desirability of moving, (c) the inducements/contributions balance the

individuals rationalized as their due based on the first two elements, and (d) the particular decision made by the individual to remain or leave. The posited relationship among these elements is depicted in Figure 1.

Insert Figure 1 about here

To determine an individual's ease of movement, various personal demographic information was analyzed, as well as information concerning how visible the individual was to the academic community beyond the employing institution, and the individual's propensity to seek out employment opportunities. To determine an individual's perceived desirability of moving, both internal and external environmental factors were considered. In constructing Figure 2, Flowers and Hughes' (1973) notion of the relation of job satisfaction to environmental factors was used as a model. The relationship between internal environmental factors and external environmental factors, as they relate to an individual's perceived desirability of moving and how that effects the likelihood of an individual choosing to leave a particular job, determined the relationship depicted in Figure 2.

Insert Figure 2 about here

The internal environmental factors consist of two main types: intangible benefits of the job and tangible benefits of the job. The choice in terminology and how it is operationalized is a departure from both Flowers and Hughes (1973), who spoke of job satisfaction/motivation and maintenance factors, and Herzberg (1968), who talked of motivator and hygiene factors. The present categorization is similar, especially in terms of the correspondence between what are here called the tangible benefits of the job

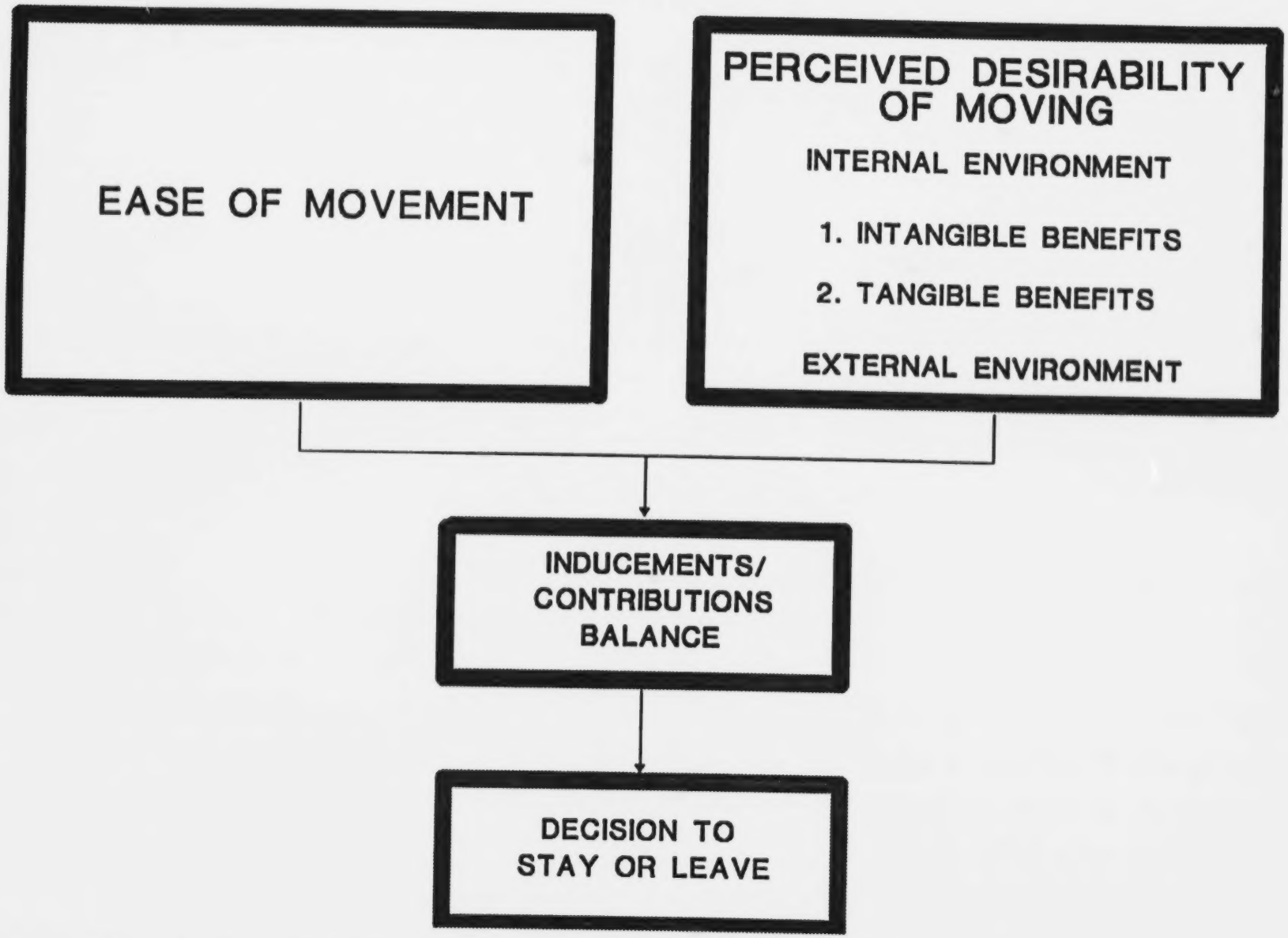

Figure 1. A synthetic method of understanding the factors influencing the decision to remain at or leave a particular job.

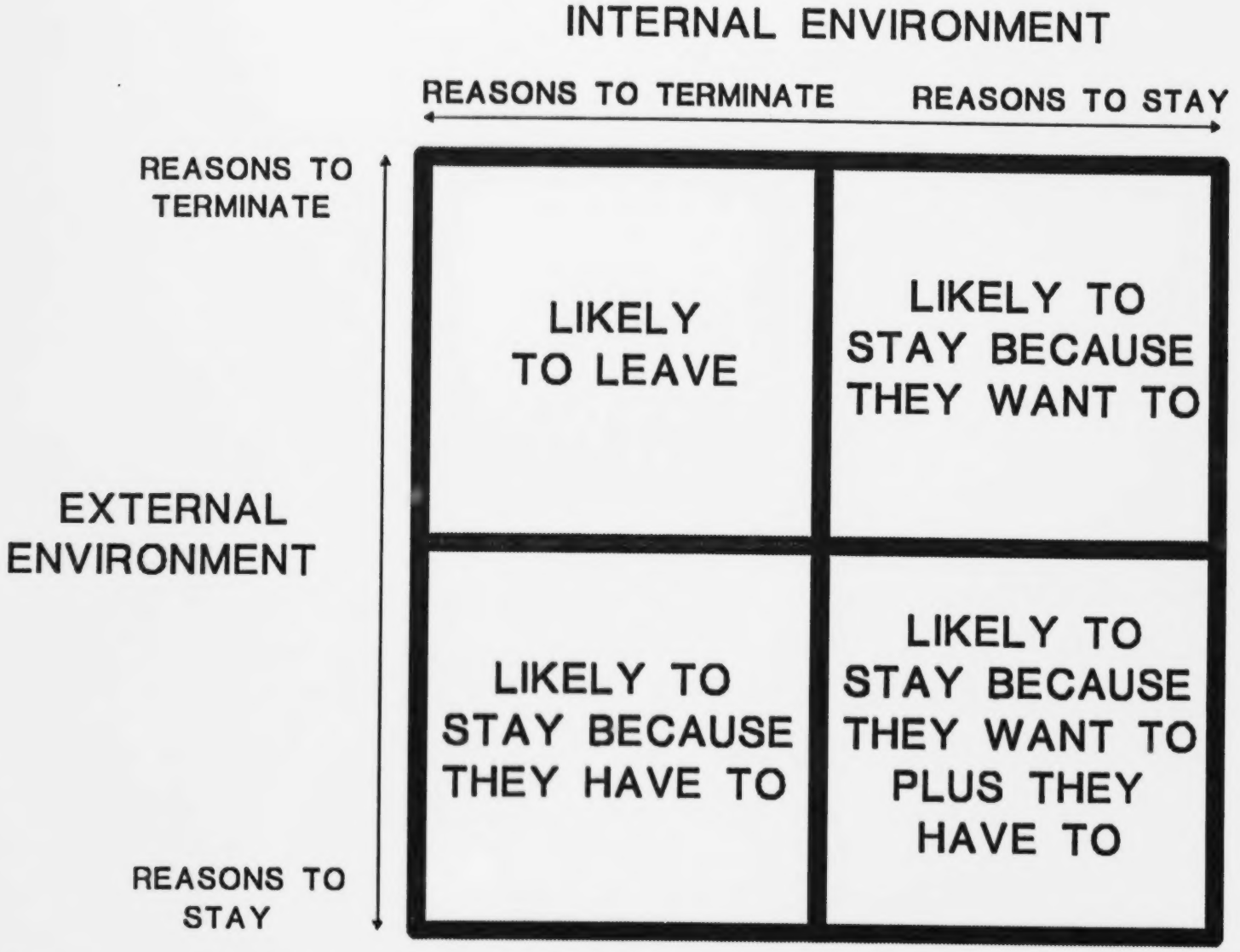
INTERNAL ENVIRONMENT
REASONS TO TERMINATE
REASONS TO STAY
REASONS TO TERMINATE
EXTERNAL ENVIRONMENT
REASONS TO STAY
LIKELY TO LEAVE
LIKELY TO STAY BECAUSE THEY WANT TO
LIKELY TO STAY BECAUSE THEY HAVE TO
LIKELY TO STAY BECAUSE THEY WANT TO PLUS THEY HAVE TO

Figure 2. How internal and external environmental factors affect an individual's perceived desirability of moving.

and what Flowers and Hughes and Herzberg term maintenance and hygiene factors respectively. However, the intangible/tangible distinction is more representative of the type of benefit individuals derive from their work association. The intangible benefits include such factors as personal and institutional reputation, autonomy, influence, and sense of belonging. The tangible benefits include wages, facilities, work rules, and fringe benefits. The external environmental factors are non-work related benefits. These include quality of life, family, friendships, and financial considerations.

Based on the relationship posited in Figure 2, only those individuals with a perception of low internal and external environmental benefits would be expected to perceive a desirability of moving and potentially terminate their present employment situation. The other three possible combinations represent individuals who are more likely to stay at their present job.

It is at the level of the inducements/contributions balance where individuals weigh ease of movement along with perceived desirability of moving and develop a rationalization about whether they are being adequately compensated. Note, however, that a perceived desirability of moving (denoted by low internal and external environmental reasons for remaining), without a concomitant ease of movement, suggests the individual will likely remain and have to reconstruct his or her cognitive understanding of the various environments to rationalize this continued employment. Likewise, someone with an ease of movement and strong internal environmental reasons to do so will likely remain if the external environmental reasons suggest a desirability to remain rather than move. Only when individuals have an ease of movement and perceive both internal and external environmental factors as denoting a desirability to move are they expected to move to a different position.

Inertia, as suggested by Flowers and Hughes (1973), is the operative principle. Once ensconced in a particular position, it takes a three pronged

force to make the stationary body actually move. One or two prongs may exert force to the point of causing it to be uncomfortable to remain, but the synthetic model posits that it takes all three to induce movement.

Methodology

The review and synthesis of relevant literature led to the selection of Lazarsfeld and Rosenberg's (1958) "empirical analysis of action" (or "accounting scheme") methodology to solicit the information germane to this investigation. In the majority of previous mobility studies, individuals were asked to define the particular set of reasons behind their decision to leave for another job. In some instances, researchers also attempted to discern an individual's degree of satisfaction with various aspects of both the previous and present places of employment.

However, since individuals could be expected to engage in some "social information processing" to rationalize their particular decisions, it seemed inappropriate to ask the subjects directly to provide a list of motivations for their behavior. First, by indirectly asking about a broader spectrum of possible considerations than they may have volunteered, it was hoped a more comprehensive picture of the factors affecting their decisions might be obtained. Second, by the same process, the subjects would be induced to consider the influence that certain factors had on the decision making process which they may have otherwise forgotten or suppressed.

A population of 37 faculty in the College of Arts and Sciences was identified, 36 of whom were still employed by the institution at the time data were being collected. Each of the 37 received a three part questionnaire designed to elicit information concerning both ease of movement and perceived desirability of moving. The first part of the questionnaire sought to discern an individual's propensity to search out other opportunities. The second

section asked the respondents to describe their best opportunity to leave the institution between academic years 1976-77 and 1984-85.

In the third section of the questionnaire, those individuals who had a best opportunity to leave were asked to designate the degree of enticement a series of factors had on their particular decision. For each factor, they were instructed to designate the degree of enticement it provided to remain where they were and the degree of enticement the factor provided to leave for their best opportunity.

A response rate of 51% was obtained. Of these 19 respondents, 15 had had a best opportunity. Follow-up interviews were conducted with 14 of the 15 respondents who had a best opportunity to gather further information concerning their ease of movement and perceived desirability of moving. The interview agenda was designed to gather demographic and biographical information--which was not readily attainable through a questionnaire format--and amplification of information provided on the questionnaire.

Findings

The fact that only one individual out of the 37 had left the institution--one who chose not to participate in the research--made any attempt to compare those who had left with those who had chosen to remain a moot point. Nevertheless, it was still possible to attempt to understand the individual decisions.

Beyond the fact that the 18 non-participants were, on average, slightly older than the 19 participants, there were no major differences between the two groups with respect to common demographic characteristics and salary compensation. Of the 15 participants who had a best opportunity to leave one opportunity was with the government, one was in private industry, and the remaining 13 were with other institutions of higher education that were of equal or greater quality than the institution investigated. Six of these 13

opportunities would also have brought with them at least some administrative responsibilities had the individuals left their present faculty positions.

For the 11 individuals who reported receiving salary offers, the differential between their best opportunities and their current salaries was dramatic. Prorated offers, adjusted to local dollars, averaged nearly 41% more than current salary earnings. If the potential 134% increase reported by one participant is ignored, the average expected increase would still have been 26%.

Ease of Movement

An individual's ease of movement was understood to comprise three sets of factors: (a) personal characteristics, (b) visibility in the academic community outside one's own institution, and (c) an individual's propensity to search for other employment opportunities.

There were six personal characteristics assumed to influence an individual's ease of movement: age, gender, marital status, spousal employment situation, dependent financial support, and length of service. Four tangible ways in which individual faculty members can demonstrate their visibility outside the confines of their own institution are through their publishing, presenting, editing, and involvement in professional organizations. With respect to the propensity to search for other employment opportunities, five factors were considered: informal inquiries made, formal inquiries made, participation in job interviews, job offers tendered, and the transferability of ongoing research.

Table 1 summarizes how each of the participants who had a best opportunity fared on each ease of movement factor. For each subset of factors (personal characteristics, visibility, and propensity to search), an individuals was determined to have ease of movement if they scored positively

on more than half the factors in the subset. Overall ease of movement was determined by adding the sub-scores from the three subsets of factors.

Insert Table 1 about here

Perceived Desirability of Moving

Most of the data relevant to an individual's perceived desirability of moving was collected in the third section of the questionnaire. The answers were designated using a modified Likert scale ranging from "1" (no enticement) to "5" (a very high degree of enticement) with two other options available: "NA" for not applicable and "?" designating they had no way of telling how a particular factor enticed them. In scoring responses, both "NA" and "?" were scored as zero to designate an absence of enticement, causing the Likert scale to range, for analysis purposes, from zero to five.

Two types of analysis were performed. First, by aggregating the data for each factor, across the participants, it was possible to determine the relative importance of each accounting scheme factor in the decision making process. Second, by analyzing how the participants differentially applied various weights to the set of factors, it was possible to test whether their final decisions matched what would be expected, based on both their ease of movement and perceived desirability of moving information.

Importance of Factors

Using the internal/external environmental categorization, 38 accounting scheme factors were designated as affecting either the internal or external environment. The internal environmental factors were subdivided into intangible and tangible benefits of the job. Using the values assigned by the participants for each factor, it was possible to determine which factors were the most important in determining perceived desirability of moving. The

Table 1

Ease of Movement

	Personal Characteristics							Visibility					Propensity to Search						
Code	A	B	C	D	E	F	Sub Score	G	H	I	J	Sub Score	K	L	M	N	O	Sub Score	Ease of Movement
1	+	+	+	+	-	-	+	+	+	+	+	+	-	-	+	+	-	+	+
2	+	+	-	+	+	-	+	+	+	+	-	+	+	+	+	+	+	+	+
3	-	+	-	+	+	-	-	+	+	-	-	-	-	-	+	+	+	+	-
4	+	+	-	+	+	-	+	+	+	+	+	+	+	+	-	-	+	-	+
5	+	+	-	-	-	+	-	+	+	+	+	+	-	-	-	-	+	-	-
6	+	+	-	-	-	-	-	+	+	+	-	+	+	+	+	+	+	+	+
7	+	+	-	ND	ND	+	+	ND	ND	ND	ND	ND	+	-	-	-	ND	-	-
8	+	+	-	+	-	+	+	+	+	+	-	+	-	-	-	-	+	-	+
9	-	+	-	+	+	-	-	+	+	+	+	+	-	-	+	-	+	-	-
10	+	+	-	+	-	-	-	+	+	+	-	+	-	+	+	+	+	+	+
11	-	+	-	+	+	-	-	-	ND	+	+	+	-	-	-	+	+	-	-
12	+	+	-	-	-	+	-	+	+	+	+	+	+	+	+	+	+	+	+
13	+	+	-	-	-	-	-	+	+	+	+	+	-	-	+	+	-	-	-
14	+	+	-	+	-	+	+	+	+	+	-	+	+	+	+	-	+	+	+
15	-	+	-	+	+	-	-	+	+	+	+	+	-	-	+	+	+	+	+

- = Non-ease of movement + = Ease of movement ND = No data

A = Age at Best Opportunity (- = 55+; + = < 55)
B = Gender (- = Female; + = Male)
C = Marital Status (- = Married; + = Other)
D = Spousal Employment (- = Non-movable; + = Movable)
E = Years of Service (- = 15+; + = 15 or less)
F = Dependent Financial Support (- = Yes; + = No)
G = Actively Publishing (- = No; + = Yes)
H = Actively Presenting (- = No; + = Yes)
I = Journal Editor/Referee (- = No; + = Yes)
J = Prof. Org. Involvement (- = No; + = Yes)
K = Informal Inquiries Made (- = No; + = Yes)
L = Formal Inquiries Made (- = No; + = Yes)
M = Participated in Interviews (- = No; + = Yes)
N = Job Offers Tendered (- = No; + = Yes)
O = Transferability of Ongoing Research (- = Unsure; + = Yes)

relative importance of each factor was determined by comparing the raw enticement to stay values with the raw enticement to leave values, designating the higher score as the level of importance of that factor, and then tallying the responses for all participants. For example, if for "reputation of institution" an individual assigned a value of "4" as the degree of enticement to stay and a value of "3" as the degree of enticement to leave, the relative importance of that factor was set at "4."

Table 2 summarizes the results of this analysis. Note that 22 of the factors had a weighted mean greater than 3.0 (moderately important) and 15 were greater than 3.66. For each factor, at least one individual believed it to be at least highly important.

Insert Table 2 about here

Note further, that of the ten most important factors, only one is a tangible benefit of the job. In fact, of the fifteen most important factors in determining perceived desirability of moving, only three were tangible benefits of the job (Research Facilities, Income Potential, and Salary).

Weight of Factors in the Decision Process

Using the raw desirability of moving and remaining scores designated by each participant, it was also possible to determine an individual's perceived desirability of moving. By squaring the enticement to remain and enticement to leave scores for each factor, taking the difference between the two squared scores, and summing the differences among the internal and external environmental factors, the individual participant's perceived desirability of moving was determined. In equation form, the relationship is:

Table 2
Relative importance of perceived desirability of moving factors

Rank	Factor	Type of Benefit	Participants Noting Relative Weight of: 5	4	3	2	1	0	Weighted Mean
1.	Geographic Location	N	9	4	1	0	0	0	4.57
2.	Housing Costs	N	6	6	2	0	0	1	4.00
3.	Climate of Region	N	6	5	3	0	1	0	4.00
4.	Congeniality of Associates	I	6	4	4	1	0	0	4.00
5.	Cult./Rec. Facilities State/Region	N	7	4	2	1	0	1	3.93
6.	Cult./Rec. Facilities Local Commun.	N	5	7	2	0	0	1	3.93
7.	Loyalty to Department/Program	I	5	7	1	1	1	0	3.93
8.	Reputation of Associates	I	5	6	2	2	0	0	3.93
9.	Research Facilities	T	8	3	2	0	0	2	3.87
10.	Loyalty to Institution	I	5	6	2	1	1	0	3.87
11.	Income Potential	T	7	2	4	1	0	1	3.80
12.	Research Opportunities	I	6	6	1	0	0	2	3.80
13.	Reputation of Department	I	6	4	3	1	0	1	3.80
14.	Reputation of Institution	I	5	4	3	3	0	0	3.73
15.	Salary	T	7	3	2	1	0	2	3.67
16.	Amount of Research Funds	T	7	3	1	2	0	2	3.60
17.	Cult./Rec. Facilities Place of Emp.	N	4	6	2	2	0	1	3.60
18.	Teaching/Research Load	T	7	1	4	1	0	2	3.53
19.	Power/Influence in Dept. Affairs	I	3	7	2	0	1	2	3.33
20.	Secretarial Support	T	5	3	3	1	1	2	3.27
21.	Office Facilities	T	5	3	2	3	0	2	3.27
22.	Network of Friends Living Locally	N	3	3	5	1	2	1	3.07
23.	School Situation of Children	N	4	4	0	0	2	5	2.53
24.	Leave, Travel, Study Policies	T	3	1	5	0	3	3	2.47
25.	Teaching Assignments/Opportunities	I	1	3	3	4	2	2	2.40
26.	Power/Infl. in Instit. Governance	I	2	4	1	1	2	5	2.20
27.	Method/Mode of Instit. Governance	T	1	3	3	1	3	4	2.07
28.	Contact/Relationship w/ Dept Head	I	3	2	2	0	1	7	2.00
29.	Employment Situation of Spouse	N	0	3	5	0	1	6	1.87
30.	Extended Family Living Locally	N	3	1	1	1	3	6	1.80
31.	Income from Consulting	N	2	0	4	2	1	6	1.80
32.	Reduced Tuition for Family	T	2	3	0	0	3	7	1.67
33.	Retirement Program	T	1	0	4	2	4	4	1.67
34.	Insurance/Benefit Program	T	1	0	3	4	3	4	1.67
35.	Committee Assignments	T	0	1	2	3	5	4	1.40
36.	Close(r) to "Home"	N	2	0	2	0	3	8	1.27
37.	Quarter/Semester System	T	1	0	1	2	6	5	1.20
38.	Other non-University Derived Income	N	1	0	1	2	2	9	0.93

I = Intangible Benefits
T = Tangible Benefits
N = Non-work Benefits

5 = Highest Importance
4 = High Importance
3 = Moderate Importance
2 = Little Importance
1 = No Importance
0 = Absence of Importance

$$S_{ij} = \sum_{k=1}^{m} ((R_{ijk})^2 - (L_{ijk})^2)$$

Where: R = Weight of enticement to remain
L = Weight of enticement to leave
i = 1 to 15 (respondent)
j = 1 tO 3 (class of factor)
k = 1 to m_j (the number of factors in class j)

Table 3 summarizes the perceived desirability of moving data for each participant. A negative score designates a likelihood of moving on the basis of those factors, and a positive score a likelihood to remain. Based on the principle of inertia, only those scoring negatively on both the summed internal environmental score and the external environmental score indicate a desirability of moving.

Insert Table 3 about here

From this information, it was clear that a strong majority of the participants--13 of 15, or 86%--were not enticed to remain in their present position on the basis of the tangible benefits of the job. In fact, the two who did score positively on this sub-scale, did not do so to any great degree. Only four of the participants (27%) scored the intangible benefits as indicating a desire to move, and the same number (but not the same individuals) scored the external, non-work related benefits as indicating a desirability of moving.

As Table 4 indicates, the participants' final decision about whether to remain at their present post, or leave for their best opportunity, conformed reasonably well with the expected decision, based on their ease of movement and perceived desirability of moving data. It was expected that an individual would chose to move only if he or she perceived a desirability to move (indicated by negative scores on both the internal and external environmental

Table 3

Participant's perceived desirability of moving

Code	Internal Environmental Score			External Environmental Score
	Intangible Benefits	Tangible Benefits	Sum	
1	-19	-174	-193	-12
2	12	19	31	58
3	-8	-96	-104	30
4	-59	-129	-188	44
5	57	-68	-11	83
6	33	-102	-69	125
7	34	-114	-80	1
8	10	-158	-148	74
9	121	6	127	-46
10	42	-52	-10	-52
11	128	-3	125	134
12	99	-55	44	66
13	82	-56	26	65
14	-6	-188	-194	-30
15	32	-40	-8	81

factors) and had an ease of movement. Though the magnitude of the scores was not considered in the present analysis because of the limited number of cases available, it may be an important indicator of an individual's expected behavior.

Insert Table 4 about here

The only anomalous decisions involved participants 2 and 14. In the first case, an individual expected to remain chose to resign, and vice versa in the second. With regard to participant 2, the perceived desirability of moving scores, though both positive, were not strongly so. As for participant 14, the fact that the external environmental score was not substantially negative may account for the disparity between the anticipated and actual decision.

Additionally, note that participants 6 and 10, who chose to take a one year's leave of absence to pursue their best opportunity, ultimately made decisions in concert with what was expected, based on their ease of movement and perceived desirability of moving data.

Discussion

Had the participants of this research chosen--in larger percentages--to pursue their best opportunity, the majority reported they would have experienced a sizeable increase in their salary and a far more favorable set of tangible benefits. Generally speaking, the market place for the services of the participants was within the best departments of the best institutions in the country. They reported that the facilities and support structure with which they would be working would be better equipped and more consistently maintained, and would require less personal cost intervention, than what they were experiencing at their present place of employment.

Table 4

Comparison of participants anticipated and actual decision with respect to their best possible opportunity

Code	Ease of Movement	Perceived Desirability of Moving Internal Environment	External Environment	Anticipated Decision	Actual Decision
1	Yes	-193	-12	Leave	Resigned
2	Yes	31	58	Remain	Resigned
3	No	-104	30	Remain	Remain
4	Yes	-188	44	Remain	Remain
5	No	-11	83	Remain	Remain
6	Yes	-69	125	Remain	LOA/Returned
7	No	-80	1	Remain	Remain
8	Yes	-148	74	Remain	Remain
9	No	127	-46	Remain	Remain
10	Yes	-10	-52	Leave	LOA/Resigned
11	No	125	134	Remain	Remain
12	Yes	44	66	Remain	Remain
13	No	26	65	Remain	Remain
14	Yes	-194	-30	Leave	Remain
15	Yes	-8	81	Remain	Remain

LOA = One year leave of absence taken to pursue best opportunity

Why, then, did the majority of the participants in this study decide to remain when a "needs-expectancy" method of explanation would suggest they have little reason to do so, given the low level at which their material needs were being met? Why did they choose to stay, when they could make far more money elsewhere and pursue their careers in more "plush" surroundings without the constant threat of always "feeling on the edge?" Blackburn and Aurand (1972) argued that faculty members' main concern is with their work environment, and though the participants of this study were concerned with their work environment, the caveat must be added that it was the intangible benefits associated with the work environment which were most important to them and which most influenced them to remain. As well, it should be noted that contrary to what Stecklein and Lathrop (1960) suggested, this study found the intangible and non-work related benefits (which they called personal characteristics) to be extremely important in the decision making process.

Caplow and McGee (1958), Toombs and Marlier (1981), and Gartshore, Hibbard, and Stockard (1983) have all argued that individuals leave jobs mostly because of an internal push rather than an external pull. Generally speaking, the situation among the participants of this study seems to correspond with their findings. The vast majority of the participants of this study chose to remain because the pulls to leave for another position and the pushes to leave their present employment situation--which tended to be of the tangible benefit type--were insufficient to move an ensconced body, generally pleased with the intangible benefits of the job and the associated non-work related benefits. Clearly, Flowers and Hughes' (1973) notion of inertia was operative among these individuals.

It is unlikely that the particular results of this research are themselves transferable to many other higher education settings. The present findings are highly contextualized by the cultural milieu of the institution

under investigation, as well as its geographic location. However, the method of gathering information and explaining the decision making process is transferable and would benefit institutions interested in attracting and maintaining a quality faculty. Of the three types of benefits associated with working for an employer (intangible, tangible, and non-work related), it is clear that those over which the institution can, at least theoretically, exert the most influence and control--the tangible benefits--are those that, at least in the present case, are least likely to convince an individual to remain. Similar, particularized realizations and understandings would be crucial to any institution's attempts to meet the staffing challenges they not only face today, but will face into the next century.

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